Plan

Balanced Scorecard Overview

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MHS Strategic Planning - Balanced Scorecard

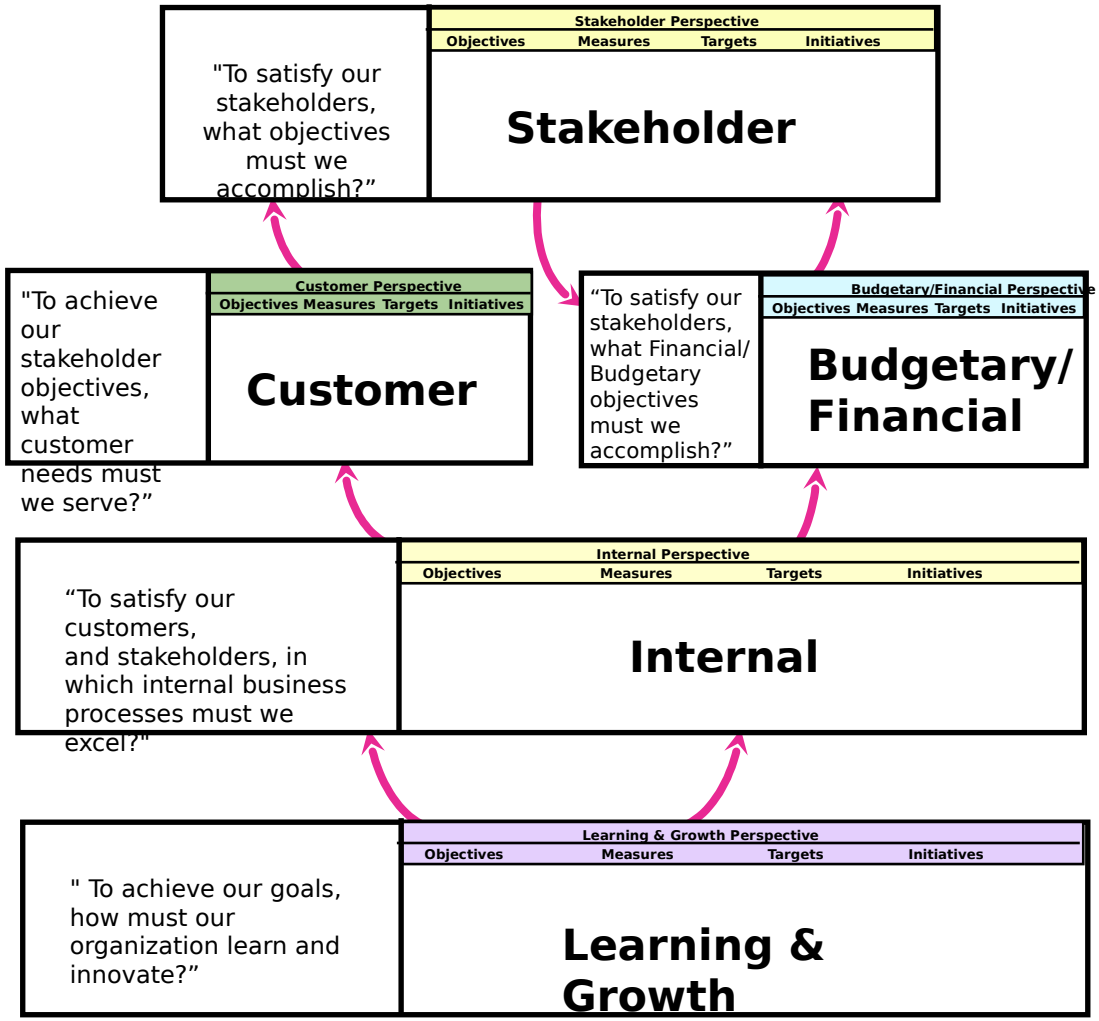
At the highest level, the Balanced Scorecard is a framework that helps organizations translate strategy into operational objectives that drive both behavior and performance.

Why the MHS is Using the Balanced Scorecard

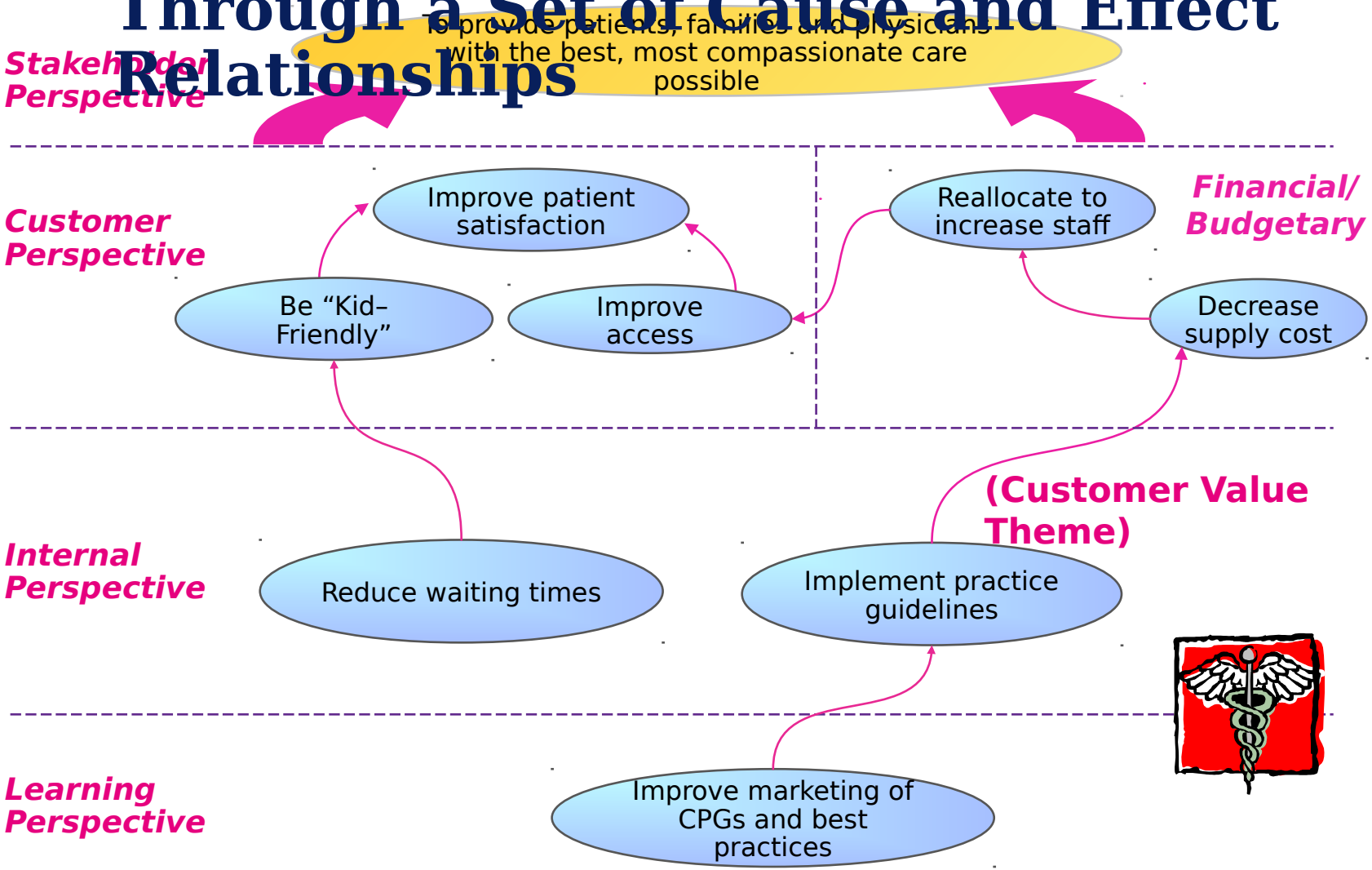
- **Translates a strategy into operational terms**
- **Ensures that the components of the strategy—the objectives, measures, & initiatives are aligned and linked**
- **Communicates the strategy throughout the MHS**
- **Forms the basis of an effective and integrated strategic management process**

Balanced Scorecard Framework

To Meet our Stakeholder's Expectation
To Deliver Customer Satisfaction...
Drive Financial Responsibility...
To Build the Strategic Capabilities..
Equip our People...

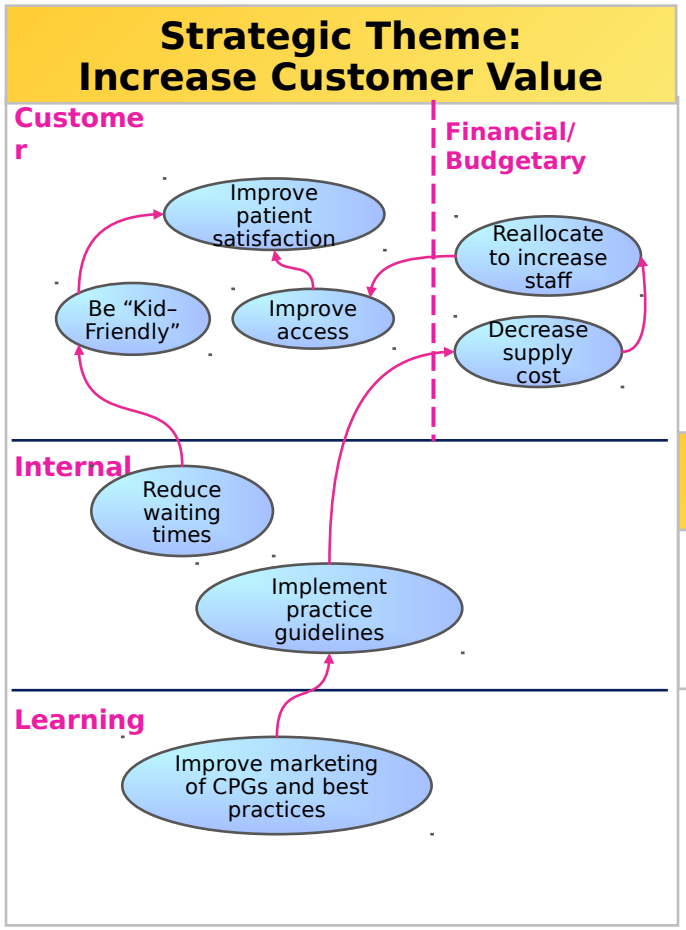

"To satisfy our stakeholders, what objectives must we accomplish?"
Stakeholder Perspective
Objectives Measures Targets Initiatives
Stakeholder
"To achieve our stakeholder objectives, what customer needs must we serve?"
Customer Perspective
Objectives Measures Targets Initiatives
Customer
"To satisfy our stakeholders, what Financial/ Budgetary objectives must we accomplish?"
Budgetary/Financial Perspective
Objectives Measures Targets Initiatives
Budgetary/ Financial
"To satisfy our customers, and stakeholders, in which internal business processes must we excel?"
Internal Perspective
Objectives Measures Targets Initiatives
Internal
" To achieve our goals, how must our organization learn and innovate?"
Learning & Growth Perspective
Objectives Measures Targets Initiatives
Learning & Growth

Strategic Objectives Form a Theme Through a Set of Cause and Effect Relationships



Balanced Scorecard Components

Strategy Map:
Diagram of the cause-and-effect relationships between strategic objectives



Objectives: Statement of what strategy must achieve and what's critical to its success

Measures: How success in achieving the strategy will be measured and tracked

Targets: The level of performance or rate of improvement needed

Initiatives: Key action programs required to achieve objectives

Objective	Measure	Target	Initiative
• Reduce waiting times	• Average emergency room wait time	• 30 minutes	• Emergency room expansion

Children's Hospital Case (exam

The Ultimate Goal is to Become a Strategy Focused Organization

MHS Strategic Plan

Mission and Vision

Mission

- **To enhance DoD and our Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to our care**

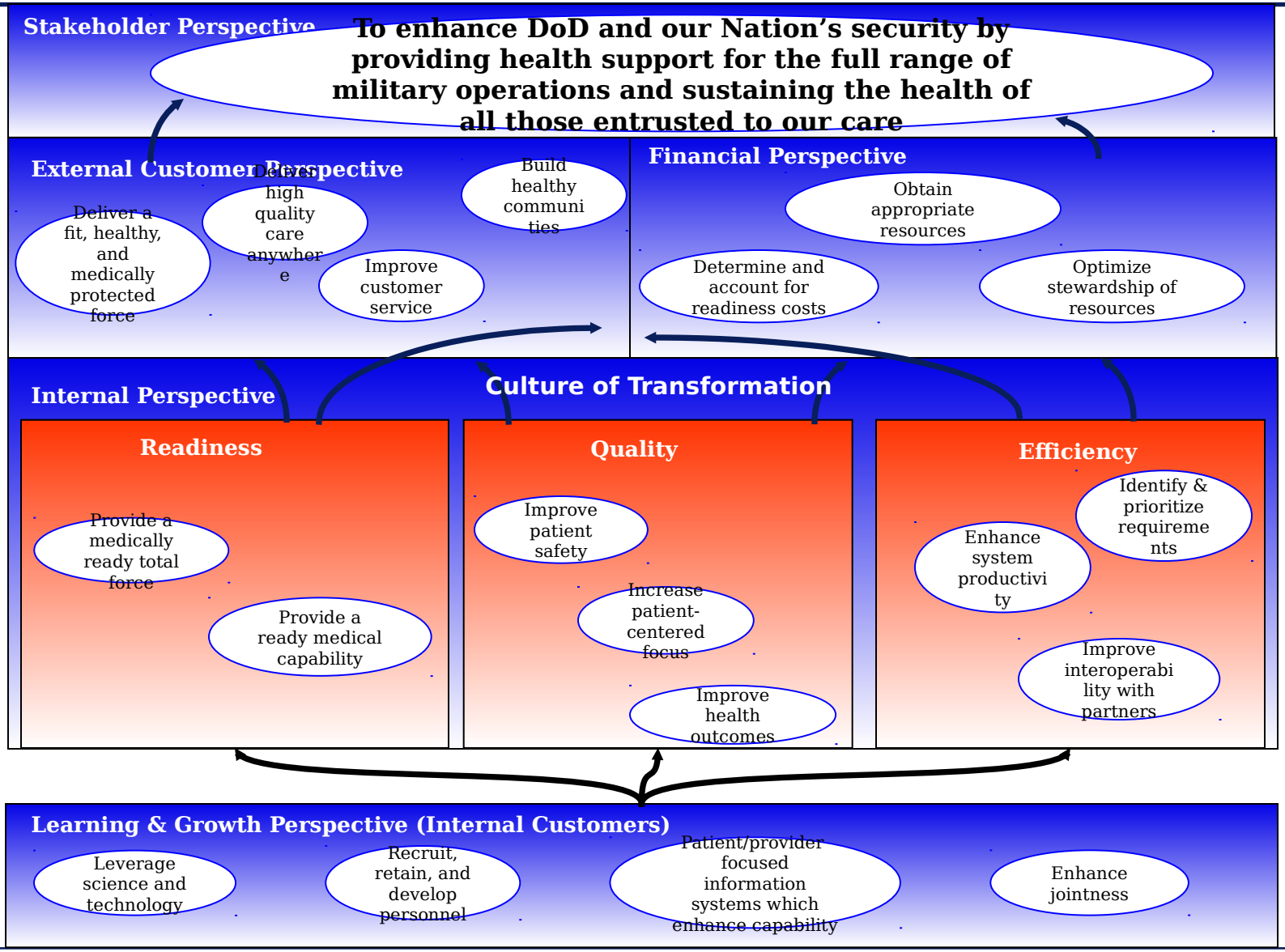
Vision

- **A world-class health system that supports the military mission by fostering, protecting, sustaining and restoring health.**

Destination

- **24-star endorsement of medical program**

Strategy Map for Transforming the MHS


Stakeholder Perspective
To enhance DoD and our Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to our care
External Customer Perspective
Deliver a fit, healthy, and medically protected force
Deliver high quality care anywhere
Improve customer service
Build healthy communities
Financial Perspective
Obtain appropriate resources
Determine and account for readiness costs
Optimize stewardship of resources
Internal Perspective
Culture of Transformation
Readiness
Provide a medically ready total force
Provide a ready medical capability
Quality
Improve patient safety
Increase patient-centered focus
Improve health outcomes
Efficiency
Identify & prioritize requirements
Enhance system productivity
Improve interoperability with partners
Learning & Growth Perspective (Internal Customers)
Leverage science and technology
Recruit, retain, and develop personnel
Patient/provider focused information systems which enhance capability
Enhance jointness

Theme Sponsors

Stakeholder Perspective

Dr. Winkenwerder, Mr. Richards

External Customer Perspective

Mr. Richards, Ms. Embrey, Dr. Tornberg, Mr. Spruell, RADM Mayo

Financial Perspective

Ms. Tabler, Mr. Ford, Lt Gen Taylor, LTG Peake, VADM Cowan

Internal Perspective

Readiness	Quality	Efficiency
Ms. Embrey, LTG Peake	Dr. Tornberg, VADM Cowan	Mr. Ford, Lt Gen Taylor

Learning & Growth Perspective (Internal Customers)

Mr. Reardon, LTG Peake, Dr. Zimble

MHS Strategy Architecture

Stakeholder Perspective: Our stakeholders are the American people, expressed through the will of the President, Congress, and the Department of Defense

External Customer Perspective: Our customers are the Armed Forces and all those entrusted to our care

Financial Perspective: Accomplish our mission in a cost effective manner that is visible and fully accountable

Internal Perspective

Readiness Theme
Focus on activities to enhance readiness of military forces and the medical assets that support them

Quality Theme
Ensure benchmark standards for health and health care are met

Efficiency Theme
Obtain maximum effectiveness from the resources we are given

Learning and Growth Perspective (Internal Customers): Our people and our support systems are critical to giving us the capabilities to execute on all we set out to achieve.

Learning & Growth Perspective:

"In Order to Execute Our Internal Processes, With What Skills and Tools Must We Equip Our People?"

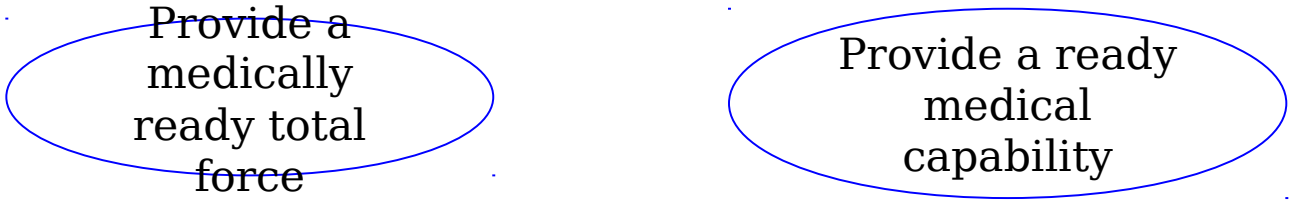
Objectives

- Leverage science and technology
- Recruit, retain, and develop personnel
- Patient/provider focused information systems which enhance capability
- Enhance jointness

Objective	Measures	Stretch Target	Initiatives
L&G-1: Leverage science and technology	% of R&D projects appropriately tied to strategic objectives	100%	-Bring metric results to attention of TARA Chairs and develop method to make them aware of MHS strategic objectives. -Define what we are trying to accomplish (define, link, communicate)
L&G-2: Recruit, retain, and develop personnel	-Fill rate (selected specialties) -Employee Satisfaction (unified survey)	-95% (critical shortages) -TBD	-Energize / resource ULB team to push incentives -Develop MHS program for recruitment and retention (potentially identifying policy issues and changes)
L&G-3: Patient/provider focused information systems which enhance capability	-% of patient encounters documented in the CHCSII system -Number of online appointments	-100% -7.5 million Appts	-Conduct limited deployment of the CHCS II system -Deploy TRICARE online
L&G-4: Enhance Jointness – optimize the way that we assign resources	# of unfilled MHS billets where other service overages exist	Zero	-Develop Tri-Service process for inter-Service resource sharing where possible and appropriate -Create a Task Force to make recommendations with milestones and plans to focus on Educational Experience, How we use flags, etc

Internal Perspective: Readiness Theme

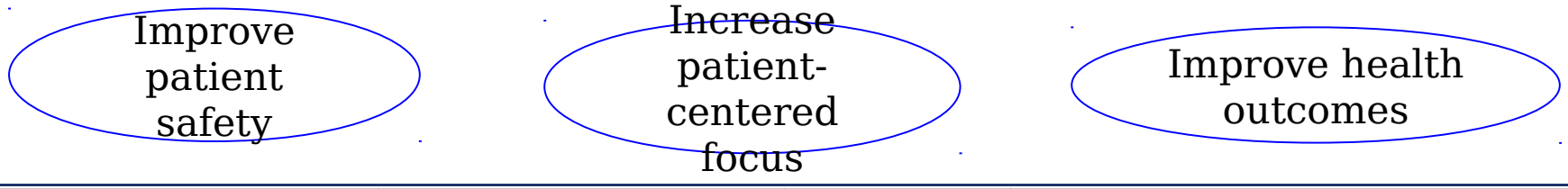
Objectives



Objective	Measures	Stretch Target	Initiatives
R-1: Provide a medically ready total force	-Individual Medical Readiness (IMR)	Fully Medically Ready to Deploy Rate 75% or >	Develop, implement, and monitor individual medical readiness to deploy indicators for Active, Guard and Reserve components
R-2: Provide a ready medical capability	Resource Status of Deployable Units	75% of deployable units are staffed, equipped and trained	Ensure policy development and financial influence supports deployable requirements

Internal Perspective: Quality Theme

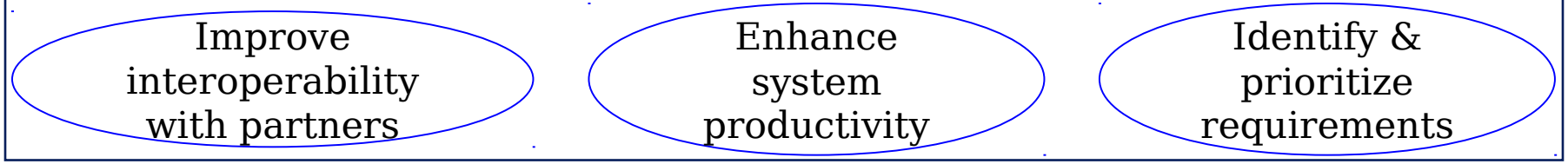
Objectives



Objective	Measures	Stretch Target	Initiatives
Q-1: Improve patient safety	# of near misses (good catches) divided by total reported cases	TBD (no civilian benchmark available)	-Establish a process to share results of aggregate data analysis of near misses and actual events with both leadership and the field -Purchase and deploy Taproot across MHS -Link MedMARx between facilities and across services
Q-2: Increase patient-centered focus	- Satisfaction with encounter - Access (ease of getting an appointment)	90% (satisfied), 50% (hi satisfied) 80th percentile for civilian plans (MHS phone access—internal std)	-Establish process to examine benchmark organizations to (and) share successful techniques and ideas with leadership and the field. -Be the provider of choice for OB Services -Implement Access to Care OIPT recommendations.
Q-3: Improve health outcomes	# preventable admissions	Create a self benchmark	Establish a process to evaluate data and determine causes of any significant differences (positive or negative) between MHS and benchmark data

Internal Perspective: Efficiency Theme

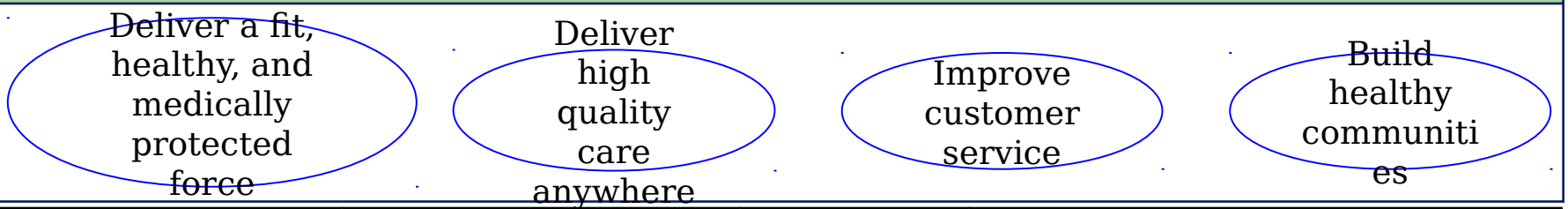
Objectives



Objective	Measures	Stretch Target	Initiatives
E-1: Improve interoperability with partners	-Value of DoD/VA Sharing	$100Mil FY03	-Quantify and qualify where sharing agreements exist (to include formal and informal arrangements) -Identify best practices in DoD/VA resource sharing - Establish criteria for administration and management of the Joint Incentive Fund
E-2: Enhance System Productivity	-RVU per FTE -Clinical availability of provider -Hospital occupancy rate -Days per 1000 beneficiaries -Prime Leakage -Cost/RVU	= to or > 18.5 = to or > 80% = to or > 80% = or < 195 = to or < 30% **TBD**	-Develop, implement, and monitor provider availability, RVU/FTE and support staff/facility support standards. -Develop defined methodology and thresholds and monitor hospital occupancy and inpatient admission rates of MHS. Adopt bed counting methodology -Develop methodology to assess prime leakage -Develop methodology and monitor cost of both direct and private sector care for MTF enrollees.
E-3 Identify & prioritize	PA&E Study (completion of study and establish	Staff and fund 100% of justified	Respond to PA&E Study by developing a methodology to staff

External Customer Perspective:
"What Do Our Customers Expect of Us?"

Objectives


Deliver a fit, healthy, and medically protected force
Deliver high quality care anywhere
Improve customer service
Build healthy communities

Objective	Measures	Stretch Target	Initiatives
C-1: Deliver a fit, healthy, and medically protected force	See R-1	See R-1	See R-1
C-2: Deliver high quality care anywhere	Industry-Based Quality Outcome Measures	-9 of the 9 metrics meet target	-Implement TRICARE Global Remote overseas healthcare contract -Clinical Quality Forum will develop and present a plan to improve the 9 quality measures -Implement Clinical Practice Guidelines across the MHS (90% of MTFs will implement the first 5 CPGs)
C-3: Improve customer service	Satisfaction with Health Plan	65% (Civilian 80 percentile) (21.2% Hi-Sat)	-Increase electronic submission of claims -Improve customer relations management strategy via T-Nex and new TIC contract
C-4: Build healthy communities	Population health 2010 metrics	Meet 11 of 11 metrics	-The Population Health Team will develop and present a plan to improve the 11 PHI metrics -Develop web-based population health support center

C-2 Clinical Quality Metrics

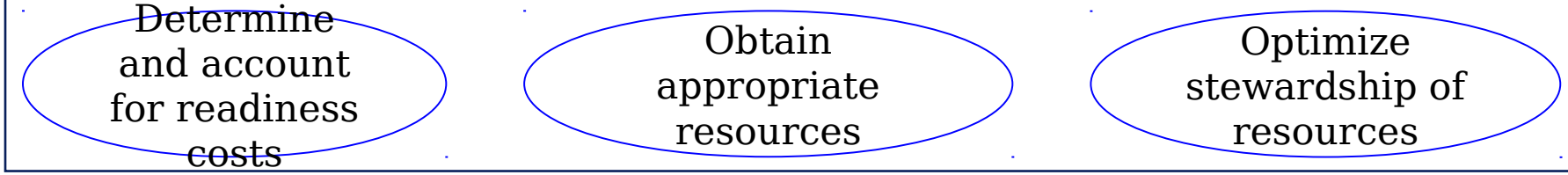
Measure	Target	Notes.
Breast Cancer Screening	78.19	
Cervical Cancer Screening	77.74	
Prenatal Care in 1st Trimester	80.00	Arbitrary. New measure for HEDIS – quantile data not yet available.
Follow-up After Hospitalization for Mental Health	80.00	
Check-up after delivery	90.00	Arbitrary.
Beta Block After Heart Attack	93.33	
Eye Exam for Diabetes	54.17	
Asthma Management	65.54 for ages 5-9 62.16 for ages 10-17 67.18 for ages 18-56	Must hit all three to get credit for this measure.
Advised to Quit Smoking	90.00	Arbitrary

C-4 Healthy People 2010 Index

Tobacco	Reduce Tobacco Use <15%; 20% for Active Duty Members
Family Planning	Reduce pregnancies aged 15-17 to <50/1000 girls; no AD
Unintentional Injuries	Reduce unintentional injury hospitalization rate < 754/100,000
Environmental Health	Reduce asthma hospitalizations <160/100,000
Maternal and Infant Health	Increase Visit in 1st Trimester >90%
	Reduce Low Birthweight Rate < 5%; no AD
	Reduce Infant Mortality Rate < 7/1000; no AD
Heart Disease and Stroke	Increase to 75% cholesterol screening rates
Cancer	Increase mammography (<24 mos.,aged >50) rate > 60%; no AD
	Increase Pap Smear (<36 mos., aged > 18) Rate > 85%
Clinical Preventive Services	Increase population with specific source of primary care >95%

Financial Perspective:
"What Do Our Stakeholders Expect of Us?"

Objectives



Objective	Measures	Stretch Target	Initiatives
F-1: Determine and account for readiness costs	-Cost of Readiness	**TBD**	Identify specific readiness related costs and resolve any disconnects between the top down and bottom up review of financial data and respond to PA&E Study.
F-2: Obtain appropriate resources	-% of DHP budget growth within accepted national healthcare inflationary index - real property life-cycle maintenance and capital equipment maintenance	-Annual growth DHP aligns w/ Annual Growth of Medical consumer Price Index (MCPI) -Bldg 30 Years, Maj Equip 7-10 Years, Minor Equip 3-5 Years	-Identify health care resource requirements based on historic trends and industry forecasts to assist budget development. -Develop methodology and provide report of MHS facilities and equipment replacement timelines consistent with health care industry benchmarks.
F-3: Optimize stewardship of resources	-Healthcare Efficiency of the MHS ($ output/ $ input) -Healthcare Efficiency of the Direct Care System ($ direct care output/ $ direct care input)	**TBD** **TBD**	Increase the care/cost ratio of MHS and DCS

Stakeholder Perspective:
"What Does Our Stakeholder Expect of Us?"

Objectives
To enhance DoD and our Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to our care

Objective	Measures	Stretch Target	Initiatives
S-1: To enhance DoD and our Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to our care	JCS satisfaction with medical support	24 star endorsement of medical program	Produce a validation document for service chief signature

Questions?

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